NOV. 19, 1971
(prepared by Lawrence Klein)

BYLAWS OF POINT

ARTICLE I

NAME:

The name of this corporation is POINT. It is a nonprofit, charitable, non-stock corporation organized and existing under the laws of the State of California for the purpose of promoting, financing, and undertaking research and studies into problems of economic, behavioral and sociological importance for the purpose of benefiting broad segments of the local and national community and generally to perform some or all of the functions of and to carry out some or all of the purposes of Portola Institute, Inc.

ARTICLE II

OFFICES:

The principal place for the transaction of business of the corporation is 558 Santa Cruz Avenue, Menlo Park, County of San Mateo, State of California. The Board of Trustees has authority to change the location of the principal office.

ARTICLE III

MEMBERSHIP:

The membership of this corporation shall consist of those individuals who from time to time constitute the Board of Trustees of this corporation, to be chosen as hereinafter provided.

ARTICLE IV

BOARD OF TRUSTEES:

Section One

The general control and management of the corporation shall be vested in a Board of Trustees consisting of seven (7) persons, and subject to the limitations of the Articles of Incorporation, of the Bylaws, of the California corporation laws, under which this corporation is formed, and subject to the duty of officers as prescribed by the Bylaws, all corporate powers shall be exercised by or under the authority of, and the business and affairs of the corporation shall be controlled by, the Board of Trustees. Without prejudice to the general powers, but subject to the same limitations, it is hereby expressly declared that the Trustees shall have the following powers:

(a) To select and remove all the officers, agents and employees of the corporation, prescribe their powers and duties, fix compensation, and require from them security for faithful service.

(b) To conduct, manage and control the affairs and business of the corporation and to make such rules and regulations therefor not inconsistent with law, or with the Articles of Incorporation, or the Bylaws, as they deem best.

(c) To change the principal office for the transaction of the business of the corporation from one location to another within the same County, as provided in Article II hereof; to fix and locate from time to time one or more subsidiary offices of the corporation within the State of California; to designate any place within the State of California for holding any meetings of the Board of Trustees; to make, adopt and use a Corporate seal, and to prescribe form therefor.

(d) To borrow money and incur indebtedness for the purposes of the corporation and to cause to be executed and delivered therefor, in the corporate name, promissory notes, bonds, debentures, deeds of trust, mortgages, pledges, hypothecations or other evidences of indebtedness and security therefor.

(e) To appoint an Executive Committee composed of not less than three (3) members as hereinafter provided and to delegate to the Executive Committee any of the powers and authority of the Board in the management of business and affairs of the corporation, except the power to adopt, amend, or repeal Bylaws. The Board of Trustees shall have the power to prescribe the manner in which proceedings of the Executive Committee and other committees shall be conducted. Vacancies in the membership of the Executive Committee may be filled by the Board of Trustees. A majority of the authorized number of members of the Executive Committee shall constitute a quorum for the transaction of business, and transactions of any meetings of the Executive Committee, however called and noticed and wherever held, shall be valid as though had at a meeting duly held after regular call or notice, if a quorum be present and if, either before or after the meeting, each of the members not present signs a written waiver of notice or consent to holding of a meeting or an approval of the minutes thereof. All such waivers, consents or approvals shall be filed with the corporate records, or made part of the minutes of the meeting.

(f) The Board of Trustees may from time to time establish such other committees as it shall deem necessary or advisable.

Section Two

TERM OF OFFICE:

The Board of Trustees shall be self-perpetuating. Each member shall serve until death, resignation or removal by the vote of two-thirds (2/3) of the then qualified Trustees provided, however, no Trustee shall serve for more than three (3) consecutive years.

Section Three

VACANCIES:

Vacancies in the Board of Trustees may be filled by a majority of the remaining Trustees, though less than a quorum, or by the sole or remaining Trustee, and each Trustee so elected shall serve as described in Section Two above.

Section Four

PLACE OF MEETING:

Regular meetings of the Board of Trustees shall be held at any place within the State of California which has been designated from time to time by resolution of the Board or by written consent of all members of the Board. In the absence of such designation regular meetings shall be held at the principal offices of the corporation. Special meetings of the Board may be held at any designated place within or without the State of California or at the principal office.

Section Five

REGULAR MEETING:

The Board of Trustees shall hold one (1) regular meeting each year, on the first Friday in November at the hour of two (2) o'clock P.M. on said day.

Section Six

SPECIAL MEETINGS:

Special meetings of the Board of Trustees for any purpose or purposes may be called at any time by the President, or if he is absent, or unable or refuses to act, by the Vice-President, or by a majority of the Trustees.

Written notice of the time and place of special meetings shall be delivered personally to each Trustee, or sent to each Trustee by mail or by other form of written communication, charges pre-paid, addressed to him at his address as shown upon the records of the corporation, or if it is not so shown on such records or is not readily ascertainable, at the place in which the meeting of the Trustees are regularly held. In case such notice is mailed or telegraphed it shall be deposited in the U.S. Mail or delivered to the telegraph company in the place in which the principal office of the corporation is located at least 48 hours prior to the holding of the meeting. Such mailing, telegraphing, or delivery as above provided shall be due, legal and personal notice to such Trustee.

Section Seven

NOTICE OF ADJOURNMENT:

Notice of the time and place of holding an adjourned meeting need not be given to an absent Trustee if the time and place be fixed at the adjourned meeting.

Section Eight

WAIVER OF NOTICE:

The transactions of any meeting of the Board of Trustees, however called and noticed, and whereever held, shall be valid as though held at a meeting duly held, after regular call and notice, if a quorum be present, and if, either before or after the meeting, each of the Trustees not present signs a written waiver of notice, or consent to the holding of such meeting or an approval of the minutes thereof. Such waivers, consents, or approvals shall be filed in the corporate records or made part of the minutes of the meeting.

Section Nine

WRITTEN CONSENT:

Anything herein to the contrary notwithstanding, any action required or permitted to be taken by the Board of Trustees under the California Corporations Code may be taken without a meeting, if all members of the Board shall individually or collectively consent in writing to such action. Such written consent or consents shall be filed with the minutes of the proceedings of the Board. Such actions by written consent shall have the same force and effect as a unanimous vote of such Trustees.

Section Ten

QUORUM:

A majority of the authorized number of the Trustees shall be necessary to constitute a quorum for the transaction of business. Every act or decision done or made by a majority of the Trustees present at a meeting duly held at which a quorum is present shall be regarded as an act of the Board of Trustees, unless a greater number be required by law or by the Articles of Incorporation, or the Bylaws.

Section Eleven

FEES AND COMPENSATIONS:

Trustees shall not receive any salaries or fees for their services as Trustees, but, by resolution of the Board they may be reimbursed for their out-of-pocket expenses incurred in the transaction of corporate business. Nothing herein contained shall be construed to preclude any Trustee from serving the corporation in any other capacity, as an agent, employee, or otherwise and receiving compensation therefor.

Section Twelve

INDEMNIFICATION:

Each Trustee and officer, whether or not then in office, shall be indemnified by the corporation against all liabilities, costs and expenses reasonably incurred by or imposed upon him in connection with or rising out of any action, suit or proceedings in which he may be involved or to which he may be made a party by reason of his being or having been a Trustee or officer of the corporation, such expenses to include the cost of reasonable settlements made with a view to curtailment of costs of litigation. The corporation shall not, however, indemnify such Trustee or officer with respect to matters as to which he shall be finally adjudged in any action, suit or proceedings, to have been derelict in the performance of his duty as such Trustee or officer. The foregoing right of indemnification shall not be exclusive of any other right to which any Trustee or officer may be entitled as a matter of law.

ARTICLE V

Section One

OFFICERS:

The officers of the corporation shall be a President, a Vice-President, a Secretary and a Treasurer. The corporation may also have, at the discretion of the Board of Trustees, one or more Assistant Presidents, one or more Assistant Secretaries, one or more Assistant Treasurers, and such other officers as may be appointed in accordance with the provisions of Section Three of this Article. One person may hold two (2) or more offices, except those of the President and Secretary.

Section Two

ELECTION:

The officers of the corporation, except such officers as may be appointed in accordance with the provisions of Section Three or Five of this Article, shall be chosen annually, at the annual regular meeting of the Board of Trustees, and each shall hold his office until he shall resign, or shall be removed, or otherwise disqualified to serve, or his successor shall be elected and qualified.

Section Three

SUBORDINATE OFFICERS:

The Board of Trustees may appoint such other officers as the business of the corporation may require, each of whom shall hold office for such period, having such authority and performing such duties as provided by the Bylaws, or as the Board of Trustees may from time to time determine.

Section Four

REMOVAL OR RESIGNATION:

Any officer may be removed, either with or without cause, by a majority of the Trustees at any time in office, at any regular or special meeting of the Board, or, except in the case of an officer chosen by the Board of Turstees, by any officer upon whom such power of removal, or any committee upon whom such power of removal may be conferred by the Board of Trustees.

Any officer may resign at any time by giving written notice to the Board of Trustees, or to the President, or to the Secretary of the corporation. Any resignation shall take effect at the date of receipt of such notice or at any later time specified therein; and, unless otherwise specified therein, the acceptance of said resignation shall not be necessary to make it effective.

Section Five

VACANCIES:

A vacancy in any office because of death, resignation, removal, disqualification, or any other cause shall be filled in the manner prescribed by the Bylaws for the regular appointment to such office.

Section Six

PRESIDENT:

The President shall be the chief executive officer of the corporation and shall, subject to the control of the Board of Trustees, have general supervision, direction and control of the business and officers of the corporation. He shall preside at all meetings of the Board of Trustees and he shall be "ex officio" a member of all standing committees, including the Executive Committee, and shall have the general power and duty of management ususally vested in the office of President of a corporation, and shall have such other powers and duties as may be prescribed by the Board of Trustees or by the Bylaws.

Section Seven

VICE - PRESIDENT:

In the absence or disability of the President, the Vice President shall perform all duties of the President, and when so acting, shall have all powers of and be subject to all the restrictions upon the President. The Vice-President shall be a regular member of the Executive Committee and shall be Chairman of that body. He shall further have such other powers as may be from time to time prescribed by the Board of Trustees or by the Bylaws.

Section Eight

SECRETARY:

The Secretary shall keep, or cause to be kept, the book of

minutes at the principal office or such other place as the Board of Trustees may order, of all meetings of the Trustees, with time and place of holding, whether regular or special, and if special, how authorized, the notice thereof given, the names of those present at Trustees meetings.

The Secretary shall give, or cause to be given, notice of all meetings of the Board of Trustees required by the Bylaws or by law to be given and he shall keep the Seal of the corporation in safe custody, and shall have such other powers and perform such other duties as may be prescribed by the Board of Trustees or by the Bylaws.

The Secretary shall be a regular member of the Executive Committee of this corporation and shall act as Secretary of such committee.

Section Nine

TREASURER:

The Treasurer shall keep and maintain, or cause to be kept and maintained, adequate and correct accounts of the properties and business transactions of the corporation, including accounts of its assets, liabilities, receipts, disbursements, gains, losses, capital and surplus.

The Treasurer shall deposit all moneys and other valuables in the name of and to the credit of the corporation with such depositories as may be designated by the Board of Trustees. He shall disburse the funds of the corporation as may be ordered by the Board of Trustees, shall render to the President, Trustees, and Executive Committee, whenever they request it, an account of all his transactions as Treasurer and of the financial condition of the corporation and shall be a regular member of the Executive Committee of this corporation. Further, the Treasurer shall have such other powers and perform such other duties as may be prescribed by the Board of Trustees or by the Bylaws.

ARTICLE VI

MISCELLANEOUS

Section One

INSPECTION OF CORPORATE RECORDS:

The books of account, and minutes of proceedings of the Board of Trustees and of the Executive Committee shall be open

to inspection upon written demand of any Trustees at any reasonable time, and for a purpose reasonably related to his interests as a Trustee. Such inspection may be made in person or by an agent or an attorney and shall include the right to make extracts. Demand of inspection other than at Trustees meetings shall be made in writing upon the President, Secretary, or Treasurer of the corporation.

Section Two

CHECKS, DRAFTS, ETC.:

All checks, drafts or other records for payment of money, notes or other evidence of indebtedness, issued in the name of, or payable to the corporation, shall be signed or endorsed by such person or persons and in such manner, as from time to time shall be determined by resolution by the Board of Trustees.

Section Three

CONTRACTS:

The Board of Trustees, except as otherwise provided in the Bylaws, may authorize any officer or officers, committee, agent or employee, to enter into any contract or execute any instrument in the name of and on behalf of the corporation, and such authority may be general or confined to special instances; and, unless so authorized by the Board of Trustees, no officer, agent, committee, or employee, shall have any power or authority to bind the corporation upon any contract or engagement or to pledge its credit or to render it liable for any purpose or any amount.

ARTICLE VII

AMENDMENTS:

These Bylaws may be amended or repealed by the Board of Trustees of this corporation.

CERTIFICATE OF SECRETARY

I, the undersigned, certify:

1. That I am the duly elected secretary of Point, a California corporation, and

2. That the above Bylaws, comprising nine (9) pages, constitute the Bylaws of said corporation as adopted by the Board of Trustees at its meeting of November 18, 1971.

Dated: November 19, 1971

Lawrence A. Klein, Secretary